

AltaPointe Health Systems, Inc.

310 Board Plan for Services

Fiscal Years 2015 and 2016

Counties Served

Mobile, Baldwin and Washington counties in Alabama

Description of Services/Supports Provided

Mental Illness

AltaPointe Health Systems (AltaPointe or AHS) serves the communities of Mobile, Baldwin and Washington counties as the 310 Authority for planning and services provision to the mentally ill, developmentally disabled and those with a substance use disorder. The 310 Board is a comprehensive community mental health center that has provided services to the mentally ill in the Mobile area since 1957 with subsequent expansions into services to the developmentally disabled and those with substance use disorders as well as into Washington and Baldwin counties occurring in later years.

Services provided directly by AltaPointe are:

- 24-hour crisis/emergency services
- After-hours mobile crisis response team
- Adult inpatient psychiatric services for Probate Court evaluation, crisis stabilization and treatment
- Adult residential services including intermediate care facilities with partial hospitalization services, medical group homes, group homes with specialized behavioral services, small capacity group homes including one for deaf consumers, basic group homes, semi-independent living apartments, Shelter Plus care, permanent housing for the homeless, and other community based residential care designed to assist consumers in various phases of recovery from mental illness
- Adult outpatient services for seriously mentally ill adults including psychiatric, nursing, counseling, case management, ACT, and Bridge team services provided through eight sites in Mobile, Baldwin and Washington counties
- Adult day treatment and rehabilitative day programs
- Supported housing

- Supported employment
- Jail diversion services for seriously mentally ill adults
- Transitional age residential group homes
- Independent living program for transitional age youth
- Intensive in-home intervention teams for children, adolescents, and adults
- Specialized intensive in-home intervention teams for adolescents with juvenile justice involvement
- Specialized intensive in-home intervention teams for adolescents with truancy issues
- Mental health assessment services provided in local health department and juvenile court
- Outpatient services for seriously emotionally disturbed children and adolescents at seven sites in Mobile, Baldwin and Washington counties
- Child and adolescent day treatment/educational services
- Specialized child and adolescent intensive after school services for the dually diagnosed DD/SED population
- School-based mental health services in six area school systems
- Child and adolescent inpatient psychiatric services
- Child and adolescent intensive residential services
- 52-desk educational day treatment program for SED children in partnership with Mobile County Public School System
- In-house pharmacy services

Sub-contracted services to the mentally ill

AltaPointe also provides foster home and assisted living home services to adults through sub-contracts with Bayou Oaks, Parker Foster Homes, Petway & Sons, Petway Residential, Southern Pride Foster Homes, Tajuacha I and II, Taylor Foster Home, Carrington Place and Carrington Specialty.

Substance Abuse

AltaPointe provides treatment for adolescents and adults with substance use disorders on an outpatient basis. Specific services include:

- Methadone maintenance/medication assisted treatment
- Intensive outpatient program including services to the dually diagnosed
- Adolescent substance abuse treatment services
- Substance abuse prevention services in Baldwin County

Sub-contracted Substance Abuse Services

AltaPointe sub-contracts for adolescent and adult services provided through The Bridge, Inc., the Salvation Army's Dauphin Way Lodge, the Drug Education Council and Franklin Primary Health Center, Inc.

The Bridge provides an adolescent substance abuse residential program for males and an adolescent outpatient program.

The Salvation Army's Dauphin Way Lodge program provides sub-contracted adult IOP services and adult residential alcohol and drug treatment services.

AltaPointe provides substance abuse prevention services directly in Baldwin County. Substance abuse prevention services in Mobile and Washington counties are provided primarily through sub-contracts with the Drug Education Council, Inc. and Franklin Primary Health Center, Inc. A variety of programs are provided aimed at specific target populations and addressing specific risk factors in the community. Substance abuse prevention services are discussed more fully in the Substance Abuse Prevention Plan for Mobile and Washington counties.

Developmental Disabilities

Services to persons with developmental disabilities in Mobile County are developed and provided through sub-contracts issued by Region III of the Alabama Department of Mental Health. The office contracts directly with and provides oversight of services provided by Volunteers of America, The Learning Tree, MARC, AltaPointe, L'Arche, ECI, Inc., as well as several independent contractors providing foster home services. The 310 Board is responsible for the case management services in Mobile County.

The service array includes:

- Day habilitation
- Residential services
- Skilled nursing
- Behavior therapy
- Physical therapy
- Occupational therapy
- Respite care
- Case management

Population Served

AltaPointe provides or ensures the provision of services to seriously mentally adults; seriously emotionally disturbed children and adolescents; developmentally disabled children and adults; and those adults and adolescents with a substance use disorder in the service area.

The metropolitan area including Mobile County is 2,828 square miles. The City of Mobile is the dominant urban area in the county with cities of Saraland, Prichard, Chickasaw, Bayou la Batre and other townships lying north and south of Mobile. The most recent estimated population for the Mobile SMSA is 607,696 with a median age of 35.7. The population is 68% Caucasian, 28% African-American, 1.7% Hispanic and 0.5% other origin. Median household income for the area is \$43,876.

Washington County is located in southwest Alabama and enclosed by the Mississippi state line, Choctaw County, the Tombigbee River and Mobile County. The county is 682,000 acres and about 1,065 square miles. About 88% of the land is situated forest and pine plantations. Urban areas include the towns of Chatom (where a satellite office of AltaPointe is located), McIntosh and Millry. Washington County's population is approximately 17,069. Farming is an important aspect of rural Washington County.

Mission Statement

AltaPointe Health Systems plans and facilitates a comprehensive healthcare system that promotes the wellness and recovery of people living with mental illness, substance abuse and developmental disability.

Vision Statement

AltaPointe will be recognized as an industry leader in providing an innovative and comprehensive healthcare system that promotes and advances best clinical practices, education, staff development and satisfaction, strategic partnerships, and advanced technology.

Planning Cycle

As the 310 agency for Mobile, Baldwin and Washington counties, AltaPointe continuously gathers information to assess needs in the community and plan for services to the mentally ill, the developmentally disabled, and those with substance use disorders. A formal plan for services is developed no less than every two years.

Key Stakeholders and their Roles

Community providers provide information on services currently being performed as well as information on consumer demographics, funding sources, development opportunities, barriers to services and consumer needs for services.

Consumer and family input provides primary source information on services provided and is sought primarily through consumer Perception of Care Surveys distributed monthly by AltaPointe's Performance & Improvement department and other providers. The surveys solicit specific suggestions and comments on care and treatment from consumers and their family members.

The Consumer Council for AltaPointe, consisting of consumers and/or legal guardians of child or adolescent consumers who have volunteered to work with AltaPointe administration, provides a consumer's perspective on the quality of services provided and suggestions for programmatic or operational modifications to better serve consumers. The Council was founded on the premise that consumers of AltaPointe should have input into matters concerning consumer care. The Council meets with AltaPointe Performance Improvement staff and provides suggestions for improvement. The Performance Improvement Department takes the ideas and suggestions to the Performance Improvement Committee, consisting of the 310 Leadership team, for consideration, implementation or feedback.

Leadership and management staff of AHS meet monthly with, and play an active role in, the local affiliate of the National Alliance on Mental Illness (NAMI). Topics addressed include consumer and family needs for services, access to care, barriers to services and other issues that impact effective service delivery to the mentally ill. All information received is reported to the appropriate member of the leadership staff of AHS immediately following each meeting for problem resolution and exploration of ideas. Over the years, the NAMI membership has provided AHS with valuable information on access to care, crisis intervention services, residential care needs and other service needs of the seriously mentally ill.

The Region III office of the Alabama Department of Mental Health (DMH) serves the local area for services to the developmentally disabled and is fully responsible for the monitoring and evaluation of services to this population. Through contract with DMH, AltaPointe's DD case management department provides the initial assessment of persons seeking services, assists DMH in management of the waiting list for services provided through the various Medicaid waivers, monitors services provided to persons receiving waiver services, and provides monitoring of the group homes providing dual DD/MI services in Mobile.

AltaPointe is actively working with the Gulf Coast Regional Care Organization as we develop a managed care approach to service delivery for those Medicaid recipients in the initial statewide managed care project. We plan to meet with Alabama Healthcare Advantage South to determine its plans for behavioral healthcare service delivery and our role in such.

Method of Needs Assessment

AHS meets as needed with each of the major providers under contract with the 310 Board for state or local funding, as well as several other agencies and stakeholders in the community, to review current service provision and to assist in the assessment of service needs for the area. Those participating in the assessment process include community providers that provide services funded by DMH, consumers, family members, the AHS Consumer Council, the local affiliate of NAMI, the Region III office for Developmental Disabilities Services for the State of Alabama, as well as other agencies in the community providing services to our consumers such as the Mobile Metro Jail and the local DHR office.

Annually, the AHS Leadership Team reviews its Strategic Plan including the mission and vision statements, budget, clinical and administrative programming and staffing in light of service needs, emerging trends, new treatment alternatives, and program funding for specific community needs.

When a specific service need is noted and funding identified, the Division Director, program manager and other clinical or administrative personnel design a program to meet the need, developing the program description for approval by leadership and DMH or other funding source.

The AHS Consumer Council, the local affiliate of NAMI, consumers and families provide additional sources of information to assist in the assessment of needs for mental illness services. Surveys elicit information on meeting the treatment needs of the consumers, consumer knowledge of service provision and access to services, involvement in the treatment plan, etc.

Often needs are identified through contact with other agencies in the community that call on AltaPointe to address a particular need. AltaPointe enjoys a respectful working relationship with the Mobile County Public School System, Strickland Youth Center, various federally qualified health centers, DHR, and other agencies and service providers in the community where needs and resources are identified and explored.

Because of our proximity to the Gulf of Mexico and its related industries, AltaPointe is often called upon to assist in needed crisis response and disaster relief services. In cooperation with local, state and federal authorities, AltaPointe develops programming to address the mental health needs as identified.

AltaPointe's certification, accreditation and licensing processes occasionally identify areas of weakness in addressing a particular need in the community.

Information gathered from each of the areas above is reported to the various leadership team members and considered in the annual review of the Strategic Plan.

Prevention Services

Needs for the proposed prevention services (identified in the Strategic Plan for Substance Abuse Prevention Services) are identified by compiling and analyzing available information regarding demographic data, youth survey data, and risk and protective factor data for the catchment area. This process solicits input and involvement from key leaders in the community, in addition to service providers.

Other assessment tools/data sources utilized to identify substance abuse prevention and treatment needs for adolescents include:

- 2010 Census Data for Mobile and Washington counties
- Alabama Kids Count Data for Mobile and Washington counties
- Alabama DMH Youth Survey Data for Mobile and Washington counties
- Alabama DMH Risk & Protective Factors Data for Mobile and Washington counties
- Alabama DMH Indicators of Prevention Need for Mobile and Washington counties

Developmental Disabilities Services

The waiting list for consumers seeking services for developmental disabilities is the primary basis for assessing the service needs of this population. The case management staff, through its intake process, performs a criticality review that identifies day habilitation, residential and support services needed for each individual to be served. Needs are addressed with service provider to determine service capacity. In all instances, individual choice is the driving force in identification of the service provider.

Areas of Greatest Unmet Need

Mental Illness

There is a need to assess specialized services for persons dealing with trauma, especially with the increase in returning veterans.

With very little private psychiatry in the area, there is an increasing demand for outpatient child and adolescent psychiatry services.

There is an increased need for bilingual treatment providers particularly to service the Hispanic population in Baldwin County and the Cambodian, Vietnamese and Laotian populations in south Mobile.

Substance Abuse

Halfway houses are needed for women exiting residential treatment programs who need additional support before returning to the community.

Need medically supervised and non-medical detox program.

Peer specialists are needed.

Developmental Disabilities

There is a continued need for sufficient psychiatric services.

Residential crisis stabilization and respite services are needed especially with recent and expected future moves of individuals to the community.

Summer programming for school-age children is needed.

Prevention Services

Funding for the Underage Drinking Task Force and Marijuana Task Force

Funding for recovery support

Needed Expansions

Mental Illness

AltaPointe is assessing the need to expand services to meet expected increases in demand as a result of the implementation of the Affordable Care Act, Medicaid managed care and possible expansion of Medicaid. Other community mental health centers across the country have experienced as much as a 30% increase in demand for services. Likewise, we expect there to be an increase in demand for outpatient and inpatient services for both the mentally ill and those with substance use disorders.

Additional psychiatric time for children and adolescents is needed.

The Mobile area continues to look for ways to expand its jail diversion program to divert mentally ill adults who do not meet the definition of SMI or those with primary substance abuse issues toward treatment services rather than incarceration, when appropriate.

AltaPointe continues to work with the local primary care providers to develop effective integration of care beyond co-location. We need to explore various partnership arrangements with medical providers.

Continue to review treatment needs of the medically fragile, particularly as we prepare for care coordination required under managed care.

Continue to explore need for expanded telehealth in order to make services more accessible, particularly in the more remote areas of the catchment areas served.

Substance Abuse

The community is in need of expanded case management services and IOP for adolescents.

Expansions in all outpatient services to adolescents including individual, group and family counseling could be utilized, particularly in Mobile and Washington counties.

Expansion in IOP services for adults.

Additional residential treatment capacity for adults.

There is additional need for psychiatric services for the dually diagnosed to address the needs of those with substance abuse issues who have non-SMI mental health issues but who need psychotropic medication.

Developmental Disabilities

Personal care services.

Respite care services.

Additional psychiatric services in the community.

Prevention Services

Additional funds for prevention services would allow for expansions in current prevention services and the student drug testing program in Mobile County.

Current Funding Resources

AltaPointe receives funding from various federal, state and local sources through contracts and grants as well as Medicaid, Medicare, SEIB, PEEHIP, private insurance and private pay.

Future Funding Resources

In addition to the above resources:

Medicaid managed care will allow flexibility in the design of treatment services specific to the needs of the members.

Continuation of the Medicaid Emergency Psychiatric Demonstration project will allow for continued Medicaid reimbursement for inpatient services to adults 21-65 years of age.

It is anticipated that grant funding, if received, will support many of the additional needed services that have been identified.

Goals/Objectives

Goal

Achieve maximum efficiency in operations of new/expanded services related to Searcy Hospital closure, i.e., UR/UM, Centralized Services Center, CarePointe, Crisis Response Teams, petition diversion efforts.

Objectives

- a. Work closely with AHS Information Technology department to develop advanced analytics in Human Resources, Performance Improvement, and Finance & Accounting for monitoring organizational processes.
- b. Utilize reports to monitor performance and re-direct efforts as identified.

Goal

Expand child and adult psychiatric inpatient capacity.

Objectives

- a. Assess current and future facility needs and develop a plan to fully address community need.
- b. Assess and develop clinical programming to ensure treatment interventions address the intensity of the clinical presentation of patients while ensuring patient and staff safety.
- c. Continue to work with marketing staff to educate community about our services.

- d. Continue to work with marketing staff to facilitate appropriate referrals and discharge follow-up with referral services.

Goal

Prepare organization for Medicaid managed care.

Objectives

- a. Actively participate in local Regional Care Organization planning for managed care.
- b. Assess organizational changes needed to implement managed care principles in service delivery.
 - i. Clinical programming
 - ii. Financial systems
 - iii. Reporting
 - iv. Access to care
 - v. Utilization review and utilization management
 - vi. Care management

Goal

Develop capacity for psychiatric consultation services in Baldwin County.

Objectives

- a. Expand psychiatric capacity in Baldwin County.
- b. Work with area hospitals to assess psychiatric consultation needs and develop plan to address need.

Goal

Prepare company for changes in healthcare funding.

Objectives

- a. Stay abreast of national and statewide trends in healthcare financing with particular attention to pressures on state, Medicaid and Medicare funding sources.
- b. Explore opportunities for accessing other business models including expansion through mergers and acquisitions as necessary.

Goal

Prepare for possible Medicaid expansion or other changes in Medicaid funding for services to those with substance use disorders.

Objectives

- a. Assess current capacity to serve in each service area.
- b. Develop programming as needed to meet the need.

Plan Monitoring & Evaluation**Mental Illness and Substance Abuse**

AltaPointe Health Systems, Inc., the primary service provider for services to the mentally ill, is certified by the Alabama Department of Mental Health, accredited by The Joint Commission and licensed by the Alabama Department of Public Health. These regulatory bodies monitor the quality of services provided to AltaPointe consumers against standards of care promulgated by each certifying body.

Through its Performance Improvement Department, consumer and family surveys provide timely monitoring of services provided by AltaPointe. Results of the surveys are forwarded through the various sub-committees of AltaPointe's Performance Improvement program to the Performance Improvement Committee which consists of the top management of the corporation. In addition, AltaPointe employs Consumer Needs Specialists whose primary responsibilities are to assist consumers and families with problem resolution. As a member of the Performance Improvement department, the Consumer Needs Specialist has direct contact with the Director of Performance Improvement allowing a free exchange of suggestions, recommendations and complaints made by our consumers.

During the annual Strategic Planning meeting, AHS' leadership team evaluates the organization's performance during the past year, in terms of resource allocation, service provision and consumer satisfaction. This organization-wide review is followed by individual program and departmental reviews and goal-setting, steering the various components of the organization toward congruent goals and objectives. Specific review of programming is conducted to ensure that they meet the current needs of the community.

Our service provision is addressed and programs evaluated for efficacy, comprehensiveness, viability and need. Throughout the year, review of clinical programming and the administrative infrastructure needed to manage the organization is continuous and dynamic to avail AltaPointe of emerging opportunities for advancements in the field of behavioral healthcare and to evaluate its performance in meeting the needs of its consumers.

Sub-contractors of services for substance abuse treatment and prevention services conduct independent satisfaction surveys of recipients of services and conduct pre-and-post-service tests to monitor individual programs' effectiveness with a specific target population.

Consumers serving on the Consumer Council of AltaPointe provide direct input and evaluative services to the organization's leadership on the services they receive. The Director of Performance Improvement works directly with the Consumer Council to explore and evaluate service provision and access to services.

Developmental Disability

The Region III office conducts an annual survey developed by the National Association of State Directors of Developmental Disabilities Service and Human Services Research Institute of 100 individuals receiving services throughout the region. The survey seeks direct input from individuals on such matters as provider courtesy, safety and environment, service satisfaction, personal satisfaction, community inclusion, and consumer rights. The results are compared with national norms through the National Core Indicator project.

In addition, individual providers of services to the developmentally disabled conduct surveys of consumers served to determine consumer satisfaction with services/supports and staff.